



## PIVOT: Practical, Innovative, On-the-Job Training

*Creating organizational change to advance private sector engagement (PSE) through technical and leadership skills-building for greater development impact.*

# WHO WE ARE

- **PIVOT: Practical, InnoVative On-the-job Training** is the Africa Bureau's **organizational change management program** that advances **private sector engagement (PSE)** through **technical and leadership skills-building** for greater development impact and to support countries on their Journey to Self-Reliance.
- The global COVID-19 pandemic has dramatically shifted the interests and needs of both Missions and the private sector. The 2020-2021 cohort aims to **help Missions adapt to these challenges**, while mobilizing the **wholesale cultural and operational change**, as outlined in USAID PSE Policy.



# — PIVOT Video



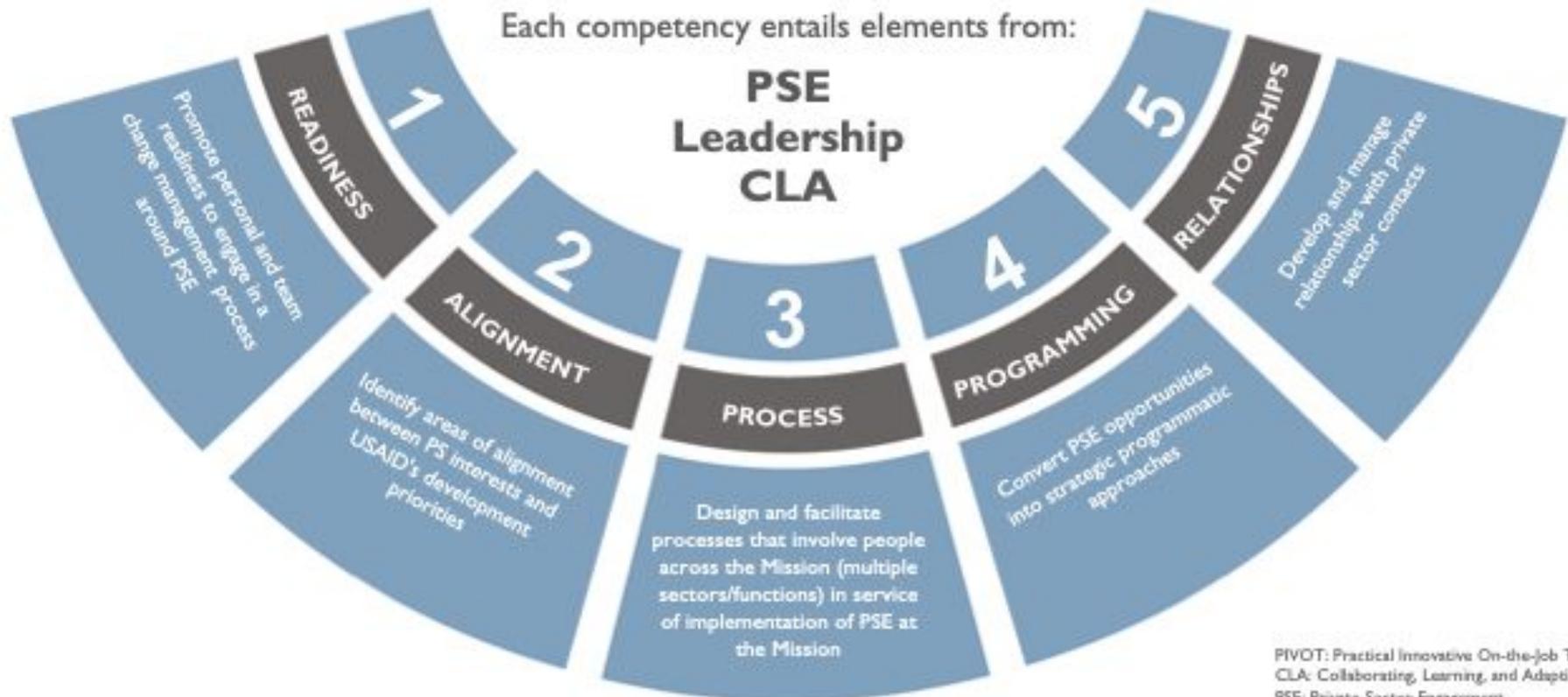
# OUR PURPOSE

**PIVOT provides an inspiring, dynamic, whole person approach that manages change by combining skills development with on-the-job training to equip USAID field staff to be catalysts for change in their Missions.**

PIVOT participants will:

- Mobilize their missions toward increased and more effective private sector engagement.
- Gain exposure to blended finance concepts and finance tools that mobilize private investment to achieve development objectives.
- Access new partners in the private sector and investment space.

# 5 PIVOT Competencies to Engage the Private Sector



PIVOT: Practical Innovative On-the-job Training  
CLA: Collaborating, Learning, and Adapting  
PSE: Private-Sector Engagement  
PS: Private Sector

# PIVOT: OUR GOALS

## Participating Mission “Change Teams” will:



Make progress on PSE mission priorities, including Agency priority approaches, such as co-creation and blended finance



Adapt existing PSE plans to the changing conditions that have emerged with the pandemic



Identify and pursue new opportunities to engage the private sector



Measurably build capacity in PSE, CLA, and leadership for change management

# What is the PIVOT model?

## The PIVOT Model

An immersive, **cohort-based training** that integrates leadership and collaborating, learning, and adapting skills to equip USAID staff to be catalysts for change in their Missions.

**The 2020-2021 PIVOT cohort will support Missions in adapting to challenges related to the COVID-19 pandemic, while mobilizing the wholesale cultural and operational change change, as outlined in PSE Policy.**



Space to grow leadership competencies



Grow private sector engagement & engage with private sector contacts

Collaborating, Learning, and Adapting (CLA)



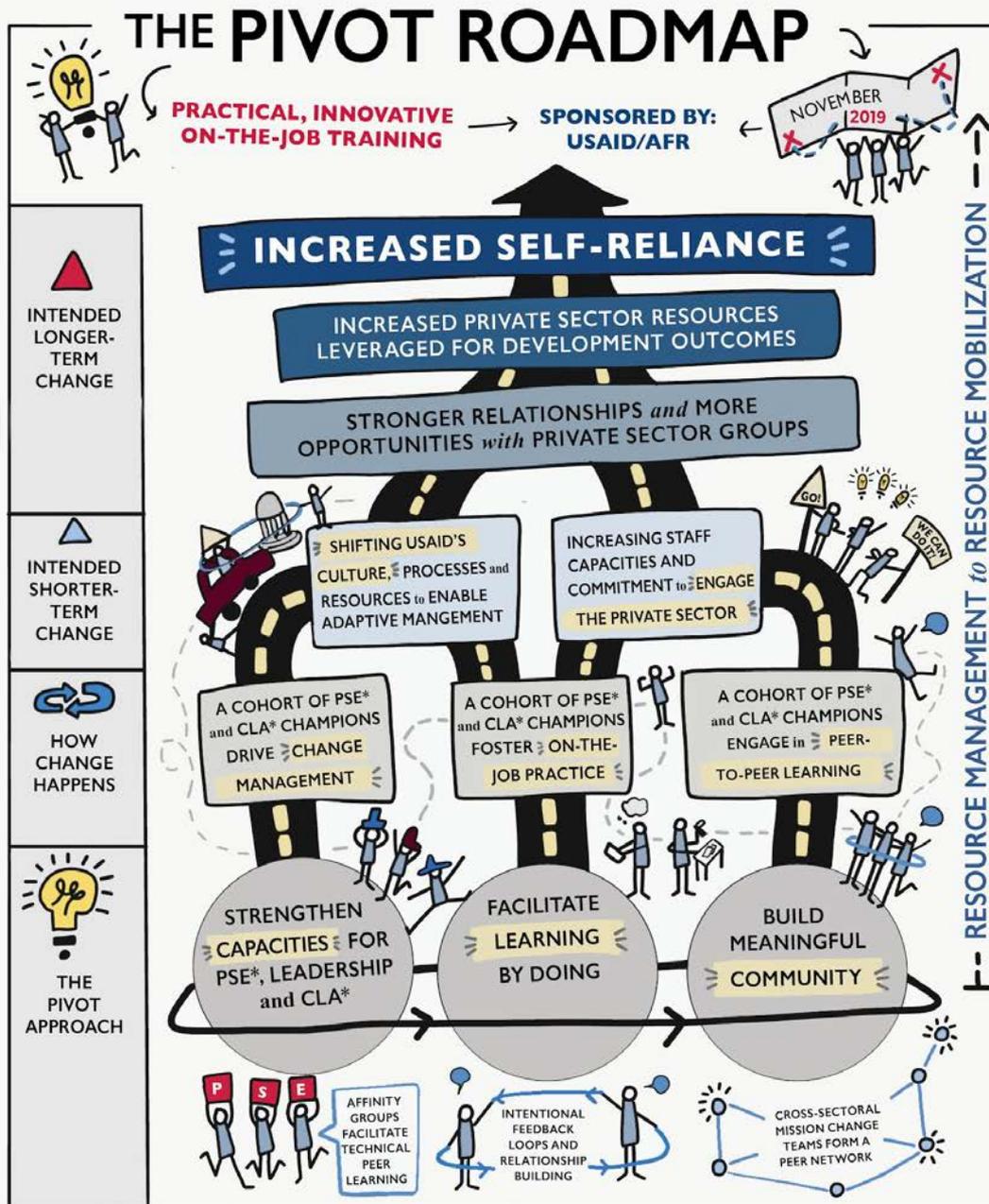
Strategize ambitious goals and actions



Consistent sharing of progress and sustaining momentum



# The PIVOT Theory of Change



\* PSE = PRIVATE SECTOR ENGAGEMENT; \* CLA = COLLABORATING, LEARNING AND ADAPTING

# OUR IMPACT

**PIVOT conducted a Learning Review through the Self-Reliance Learning Agenda initiative** in September 2019, which captured promising practices, lessons learned, and evidence of change from the PIVOT Cohort program in its pilot year.

## The Learning Review revealed:



**PIVOT Increased the PSE knowledge and skills of participants**



**PIVOT Increased Mission readiness for PSE**



**Cohort members rated PIVOT as an effective model of field support**



**PIVOT Missions had higher-functioning PSE working groups**



**Cohort members clearly understood and valued CLA and leadership skills.**

# PIVOT Selection Criteria



1. Stated **support from the Mission Director, Front Office leadership** for participation in the program, including dedicated time to work on prioritized PSE activities and funding to fund participant travel.



2. Clear indication that leadership is **open to and supportive of a whole-of-Mission change management process** to build staff competencies and retool processes for more effective PSE.



3. Participating Missions should **represent diverse geographies, sectors and private sector contexts**.



4. Prioritized **PSE activities support the Mission's COVID-19 response** efforts, where appropriate.



5. The prioritized activities are **bold and realistic stretch goals**.

# PIVOT: 2020-2021 Cohort



→ **Four intensive All-Cohort Weeks** over the course of eleven months.



→ Teams will develop a **trusted and supportive learning cohort**; grow their **PSE, CLA, and leadership competencies**; set ambitious goals; establish priority actions; and engage with private sector contacts.



→ Two of the four All-Cohort Weeks will be **facilitated online sessions**.

→ Depending on developments, the second two All-Cohort weeks may be held in-person.

# PIVOT Activities: 2020-2021 Cohort

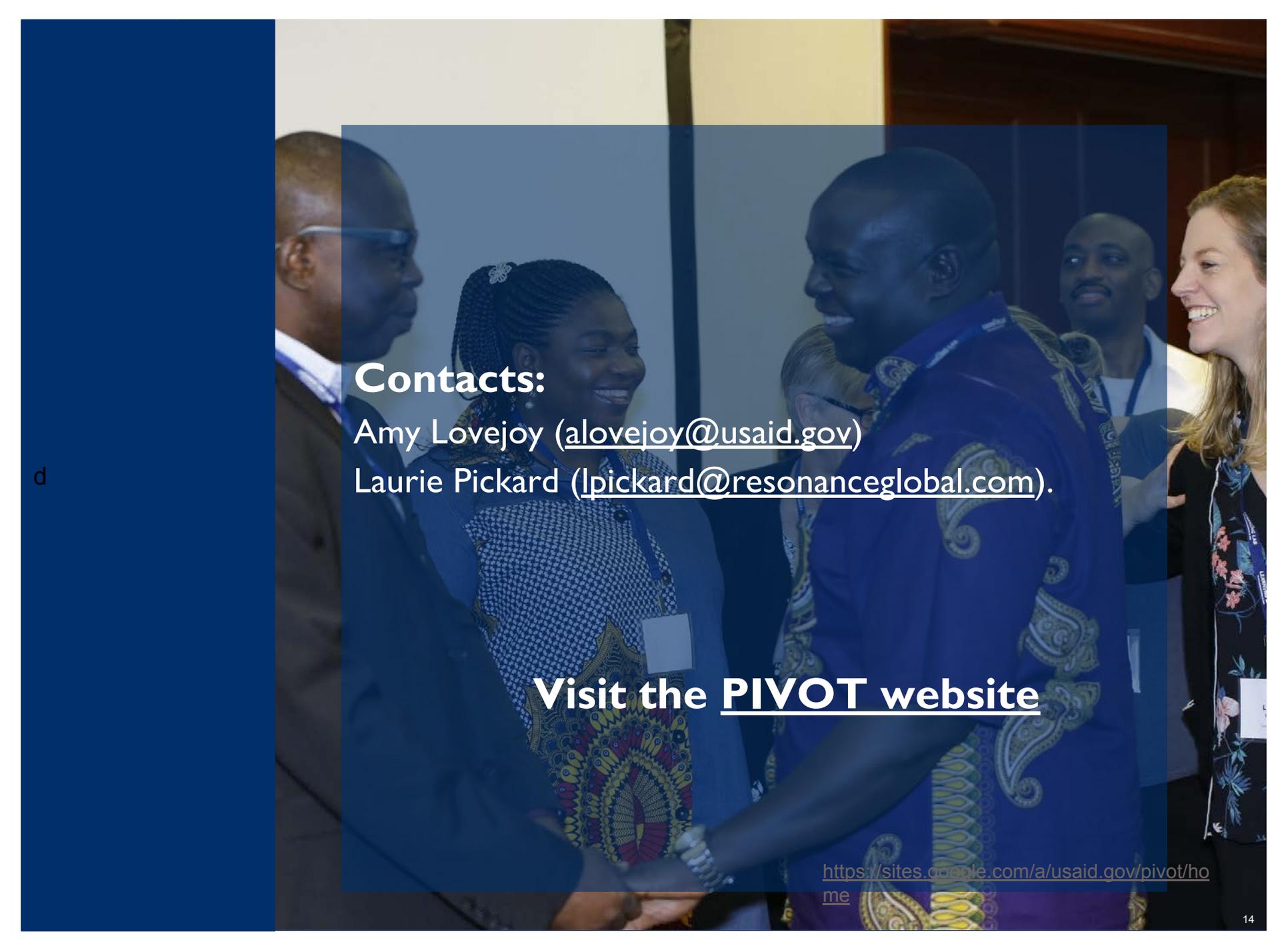
**In between the All-Cohort weeks, PIVOT facilitators and PSE experts will engage with Mission Change Teams through strategic engagements:**

- Country-Specific (Virtual) engagements
- Check-in Calls with PIVOT guides serving as coach and facilitator
- Coaching Sessions for Change Team Leads (Monthly)
- All-Cohort Meetings (Monthly)
- Periodic Affinity Group meetings

# OPPORTUNITIES



- Private sector convenings on key sectors
- Networking with private sector and Mission staff for potential collaboration opportunities
- Opportunities to partner with private sector to pursue market solutions and investment to solve humanitarian and development challenges



**Contacts:**

Amy Lovejoy ([alovejoy@usaid.gov](mailto:alovejoy@usaid.gov))

Laurie Pickard ([lpickard@resonanceglobal.com](mailto:lpickard@resonanceglobal.com)).

Visit the **PIVOT** website

<https://sites.google.com/a/usaid.gov/pivot/home>